Dean’s Message: Our ambition is to keep raising the bar

We at the Telfer School have invested large amounts of time, energy and resources in recent years to develop innovative programs, conduct leading-edge research, intensify engagement with alumni and community groups, and generate fundraising momentum.

2012-13 Annual Report

Read this year’s complete Dean’s Annual Report
www.telfer.uottawa.ca/annualreport2012-13

Alumni and Community Engagement

CASCO students took to the stage to put on “Time Warp”, a record-breaking performance that raised $45,080 for the CHEO Foundation.
Our ambition is to keep raising the bar

We at the Telfer School have invested large amounts of time, energy and resources in recent years to develop innovative programs, conduct leading-edge research, intensify engagement with alumni and community groups, and generate fundraising momentum.

The next step in the evolution of the Telfer School is to build on these solid foundations in an attempt to enhance our reputation further and become more visible internationally. To put it simply, our ambition is to raise the bar and excel in everything we do.

During 2012–13, we moved closer to realize our ambition in several notable ways:

Maintain EQUIS and AACSB accreditations
We devoted considerable thought and effort to maintain our accreditations with EQUIS and AACSB. This was a valuable exercise, as it enabled us to confirm our standing with these two prestigious international sanctioning bodies and thereby show to the world our status as an elite international learning and research institution.

Re-design and launch key programs
Maintaining these accreditations also gave us a prime opportunity to review in depth several of our programs. As a consequence of this review, we redesigned and re-launched our French MBA program in the fall of 2012. At the centre of this upgraded program are an integration of management disciplines and business strategy, an emphasis on leadership and high performance in the program’s flexible hybrid delivery, and a pedagogical model based on experiential learning.

Link learning with leadership
Maintaining our accreditations with EQUIS and AACSB also inspired us to forge links with more leading businesses to make real-life, hands-on learning a central requirement of every curriculum and program. Two notable results of this effort stand out:

We refreshed our CEO-in-Residence series and our graduate program’s MBA professional development series to give students and alumni more opportunities to interact closely with accomplished business leaders.

Our school devised an executive mentorship program to enable our students to develop their leadership skills under the tutelage of proven business leaders.

Make research relevant and accessible
In 2012–13, our researchers enjoyed exceptional success. The findings of more than 40 Telfer School researchers were disseminated via in-depth stories posted on our website.

We intend to support our researchers and promote their findings even more next year. One of the most notable ways we’ll achieve this goal is through a gift agreement we signed with the Certified General Accountants Association of Canada. Through the accord, CGA-Canada will fund a variety of current and future research activities in accounting, corporate governance and risk management.

Use strategic areas of excellence to create a distinctive reputation
We will continue to build a distinctive reputation for our school by concentrating our development on three strategic areas of excellence (SAEs): innovation and entrepreneurship, health-systems management, and business analytics and performance.

Strategic areas of excellence are distinctive, relevant and sustainable platforms to achieve national and international reputation in research, teaching and outreach.

Raise the bar even higher
The steps we took and the ambitions we’re determined to fulfil create a compelling proposition: building distinctive expertise and developing leadership capabilities of our graduates will result in our school making worthy contributions to solving business and management challenges of today and tomorrow.

Please read on and discover the many moves we at the Telfer School have made during the past year to build on our successes, raise the bar and reach higher levels of excellence, in everything we do.

www.telfer.uOttawa.ca/annualreport2012-13
Telfer Golf Tournament raises over $27,000 for Peter and Ann Koppel Scholarship for Excellence.

The Telfer School of Management would like to thank sponsors, volunteers and the 282 participants who helped raise more than $27,000 for student scholarships.

Your participation made the September 13, 2013 Golf Tournament a fantastic success and created a lasting contribution to the Peter and Ann Koppel Scholarship for Excellence. The scholarship will recognize a student who has exemplified academic achievement, social responsibility, and involvement in the community in their first year at the Telfer School of Management.

Recognizing our remarkable alumni

The 2013 Gala of Excellence was held at the Ottawa Convention Centre on October 26, 2013. During this event, we celebrated some of our outstanding alumni who make a difference in their community by awarding them Trudeau medals, the Young Achiever’s Award and the Dean’s Philos Award. This was also an opportunity to collectively celebrate our alma mater and highlight the graduation anniversary of the classes of 1963, 1973, 1988 and 2003.

Trudeau Medals

The Trudeau Medal is the highest honour given by the Telfer School of Management to its alumni. It recognizes leadership, initiative and contributions to the business world, the community and their alma mater.

Cathy Lewis, EMBA 2007
Dennise Albrecht, MHA 1990
Michael McFaul, BAdm 1982

The Young Achiever’s Award

The Young Achiever’s award was created to honour the individuals (under 40) who have been able to achieve greatness in their lives within an exceptional period of time.

Russ McLeod, BCom 2004

The Dean’s Philos Award

The Dean’s Philos Award recognized individuals who have demonstrated outstanding philanthropic achievement and social commitment.

Lee Fraser, BCom 2000

Loss of a cherished friend and mentor

The passing of Peter Koppel deeply saddened Telfer School students, alumni, faculty members and staff. Peter served as a professor at the Telfer School for 27 years.

Yet he was much more than an instructor. He touched the lives of thousands of young men and women deeply, first as their teacher and advisor and then as their mentor as they left their classrooms and embarked on their professional lives.

Career Centre: Ten years of support

On March 19, 2013, some 200 students, alumni, faculty members, staff and private-sector partners gathered to mark the tenth anniversary of the Telfer Career Centre. Since 2003, the Career Centre has provided thousands of students and alumni with a range of services to help them enjoy successful, rewarding, fulfilling careers.

Award recipients: Russ McLeod, Lee Fraser, Cathy Lewis, Michael McFaul and Dennise Albrecht.
Our ambition is excellence

Telfer School students, faculty members, alumni, staff and business and community partners fill distinct roles and perform different tasks. Yet members of all groups share one overarching ambition—excellence.

This year, we presented a strategic plan put together by a team that included Telfer School students, alumni, faculty members, partners and executives. The plan identifies six precise goals that we’re determined to achieve:

- **The Telfer BCom**
  Provide our undergraduate students with outstanding learning experiences in English and French

- **Graduate programs**
  Offer graduate students a balanced portfolio of graduate programs that are distinctive, market relevant and accessible

- **Research**
  Increase our research intensity, deliver high-quality research programs and promote our research activities

- **International**
  Expose students to global business, attract the brightest students from outside Canada, engage with alumni in key business centres around the world and team up with academic partners in other countries to conduct research and deliver courses and programs

- **Executive education**
  Establish control of the regional market for executive education and generate ever-higher revenues from executive education programs

- **Alumni and community engagement**
  Cultivate closer relationships with alumni, businesses and organizations, enhancing our mutual engagement and increasing fundraising contributions from them

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The Telfer BCom

Our ambition is to provide undergraduate students with outstanding learning experiences in English and French

We at the Telfer School of Management are determined to make available to our 3,600 undergraduates stimulating classroom experiences, special learning opportunities outside conventional environments and academic programs that reflect the dynamic and global nature of business today.

During 2012–13, we took many steps toward fulfilling our ambition:

- **New and stimulating classroom experiences**
  - We raised the minimum academic threshold for incoming students. This move means that we attract and accept more accomplished students, which creates livelier classrooms and a savvier campus for all students.
  - We introduced the latest version of the Blackboard Learning System. This leading virtual learning environment and course management system has enabled us to develop several online courses and add virtual elements to many existing courses.

- **More experiential learning opportunities**
  - We expanded our Executive Mentoring Program from 24 student-mentor partnerships last year to 35 this year. We plan on setting up 50 partnerships in 2013–2014. The program pairs each undergraduate participant with a successful executive whose position, knowledge, skills and experiences align with the career aspiration of the student.
  - We launched the International Student Coaches Program. The new initiative gave incoming international students one-on-one coaching from senior international students or students who have experience working abroad or participating in international academic exchanges. This coaching helps new international students gain a greater appreciation of academic regulations, improve their study and exam prep skills, and participate in social events.
  - We added several Bloomberg terminals to the Management Library. These specialized computer systems enable finance students to monitor and analyze real-time financial market data and, in doing so, meet specific course requirements. The terminals will also form the core of a full-fledged financial market lab we’ll launch in September 2013.
  - We continue to support Telfer School students who represent our school so successfully in regional, national and international academic competitions.

- **Dynamic programs that reflect the global nature of business**
  - We’re in the process of reviewing—from top to bottom—the Telfer BCom. This full examination and revamp will enable us to link learning with leadership at every opportunity and give students more choices in what they learn and more flexibility in how they learn.
  - We incorporated the Career Development Program into our common courses. The program—which is made up of a variety of workshops, networking events, individual consultations, company information sessions and specialized initiatives—equips students with the specialized knowledge, tools and self-understanding they need to pursue rewarding careers and more meaningful lives.
  - We integrated a course in English as a second language to give international students a greater understanding of this essential language. Making the course readily available to all international students who need English training enables them to gain more from their learning experiences at our school. It also equips them to share their knowledge and experiences—gained from business life in their home countries—with other students.
  - We created our Equity Valuation course to cap the finance option of the Telfer BCom. Equity Valuation uses lectures, readings and analyses of case studies to teach students how to value financial assets. The final project, which synthesizes and applies course material, is a live case that calls on students to determine the valuation of a company.
Graduate programs

Our ambition is to offer a balanced portfolio of graduate professional programs that are distinctive, accessible and market relevant.

We launched our redesigned Telfer MBA in French. We based our rebooted program on a series of focus groups we held with students, alumni and employers to identify the precise professional needs of students and market requirements of businesses. We also delved into some of the most popular and proven programs around the world to see what works for them.

Four features of the new French Telfer MBA stand out:

- **New schedule**: Our program enables students to take classes every second weekend throughout the year, making it possible for them to balance their studies with commitments to their families and jobs. Opportunities are also scheduled for students to gather with their peers outside classrooms to discuss lectures, assignments and projects.
- **Option for solo projects**: Our program gives students the choice to carry out their mandatory projects on their own or as part of a team. Those who choose the solo option are able to call on the advice of a coach to share their thoughts and discuss ideas.
- **Greater emphasis on leadership**: Our program supplies students with detailed assessments of their leadership skills. Feedback from professors, fellow students and even peers at work is used to identify the leadership strengths and weaknesses of students and create personal development plans to boost strengths and address weaknesses.
- **More real-world content**: Our program uses authentic simulations and case studies to enable students to put into practice their theoretical knowledge to resolve the multi-dimensional problems that businesses face everyday.

Hybrid courses enhance learning

We provide a suite of hybrid courses in finance, business statistics and performance management. These courses let students watch lectures online and devote classroom time to discussion, case analysis and clinical application. More hybrid courses are on the way. We have given professors the green light to look for opportunities to increase the number of hybrid courses we offer.

Peer evaluations empower students with self-knowledge

We arm students with self-knowledge about their ability to learn from and work with others by receiving and synthesizing feedback from their fellow students. This self-knowledge empowers students to seek out courses and resources to upgrade their inter-personal competencies.

Research

Our ambition is to increase research intensity, offer high-quality graduate programs focusing on research, while contributing to business theory, practice and policy.

In 2012–13, we consolidated our position as a leading research-intensive business school and prepared ourselves to raise the bar even higher.

Delivering real results

The knowledge and insights of our faculty members, in a wide range of management disciplines and our three strategic areas of excellence, are in high demand. The growing interest in our research acumen and results enabled us to connect with many organizations in a wide range of sectors to help them tackle current challenges. This made it possible to foster an exciting and intellectually rich learning environment for our students. And we added talented young faculty members to this dynamic setting with the aim of building our research intensity and enhancing our graduate programs.

Translating knowledge into practice

Faculty members helped advance professional practice and public policy by sharing their expertise. This year, our experts collaborated with healthcare organizations to explore the use of new technologies to deliver healthcare services; carried out research on leadership and team performance which translated into valuable lessons for corporate audiences; and made solid contributions on Canadian innovation and entrepreneurship at research events and forums and in public policy discussions.

Investing in research excellence

Grants and contracts from federal research councils and Canadian and international public and private funders continued to strengthen our capacity to carry out innovative research. Confident in our ability to deliver results with impact, we also significantly increased our funding for research through internal programs.

Find a full account of our research activities in this year's Research Annual Report.

www.telfer.uOttawa.ca/annualreport2012-13
International

Our ambition is to expose students to global business, attract the brightest students from outside Canada, engage with alumni in key business centres around the world and team up with academic partners in other countries to conduct research and deliver courses and programs.

True learning, knowledge and innovation require schools—and the students, faculty members and researchers that make them up—to work across international borders and organizational boundaries. That's why we at the Telfer School intensified our efforts this year to reach out to people, schools and businesses beyond our frontiers and made it easier for international students, teachers and schools to discover Canada and Canadian business.

Expanding our reach to Europe and Asia

We have recently launched our French MBA program in collaboration with l'Ecole Nationale d'Ingénieurs de Metz, an engineering school in the eastern industrial region of France. This partnership is aimed at European professional engineers, many of them Metz alumni, who are eyeing a move into management. The curriculum will include a study trip to Ottawa.

We also took steps to take advantage of alumni and friends in Hong Kong to increase our school's presence in Asia. In the years to come, we intend to increase the number of Telfer School students studying and working in Hong Kong via academic exchanges and internships.

Meeting with representatives of high-performance businesses

A key component of the Telfer MBA is a trip to Europe, during which students get an inside look at some of the continent's high-performance organizations.

On the flip side, many international students in the Telfer MBA see coming to Canada as an experience in global business. To capitalize on this opportunity, we at the Telfer School inaugurated a made-in-Canada international trip this year. This special initiative enabled several international students to visit the headquarters of leading Canadian companies in key industries.

Working on international business projects

Students in the Telfer Executive MBA completed the international consulting project portion of the program with a trip to Ho Chi Minh City, Vietnam. Five teams of students spent one week in the Southeast Asian country to wrap up their projects on behalf of their respective client organizations, which they worked on diligently in Canada since late 2012.

These students also participated in a trip to California's Silicon Valley as part of the EMBA program's innovation and entrepreneurship curriculum. The four-day trip included meetings with representatives of local firms on behalf of client organizations and special events and discussions at key innovative centres such as Google, Younoodle, Cisco Systems, Singularity University, Stanford University, US Market Access Center and IBM Almaden Research Center.

Increasing opportunities for international exchanges

The International Exchange Program enables Telfer School students to gain real-world exposure to the international nature of modern business. We improved the program again this year by forging ties with two schools: University of South Australia, which is located in Adelaide, and Auckland University of Technology, the third-largest university in New Zealand.

Sharing wisdom across borders

Dr. Allan Riding, Telfer School's Deloitte Professor in the Management of Growth Enterprises, travelled to Russia to advise officials from the country's government and banking sector on the financing instruments that facilitate the growth of small and medium-sized enterprises.

Telfer School also became a business school partner with the Latin American MBA Alumni Network. LAMBA is a professional association that provides a network for a growing community of MBA professionals with a Latin American background who are living and working in Canada.

Executive education

Our ambition is for our Centre for Executive Leadership to establish control of the regional market for executive education and increase revenues and net contributions.

2012–13 was a watershed year for the Telfer School's Centre for Executive Leadership. We reached all-time highs in revenues and contributions. These results are the direct consequence of several key achievements:

Exceeding the expectations of a critical mass of students

We exceeded our targets for student satisfaction. Participant satisfaction for the Telfer Executive MBA was more than 90 percent, our minimum threshold for this program. Our wide range of specialized executive programs, which use a different measure, scored an average rating of 6.3 out of seven, a score that surpassed our goal of six.

We reached our goal to recruit 40 students for the 2012 entry class of the Telfer Executive MBA. This number represents the critical mass necessary for our program to generate a rich learning environment and sufficient revenues. We're on track to produce a similar number of students for the 2013 entry year for the program.

We intensified our efforts to attract students from groups underserved by the Centre, including women, new Canadians and members of First Nation communities. Proof of our success is the graduation this year from
Our ambition is to cultivate increasingly close relationships with alumni, businesses and organizations in our community and beyond.

We at the Telfer School devoted the past year to deepening our relationships with individual and corporate donors, leading businesses and organizations, and worthy groups in our community.

Steady support from individual and corporate donors
We received some $2.3 million in contributions from our individual and corporate partners in 2012–13. We thank them all for their investments to make our school a more fertile learning and research environment.

Deepening our engagement with partners
Many of these leading individual and corporate donors began their relationships with our school in modest ways. Over time, we integrated them deeply and meaningfully into the life of our school, so that today not only do they contribute financially but also deliver lectures, participate in seminars, serve on Dean's advisory boards, host recruiting events and sponsor targeted awards, scholarships, fellowships and professorships.

CGA Ontario shines as donor of the year
CGA Ontario earned recognition in 2012–13 as our donor of the year. The organization's $332,500 gift and $37,500 in-kind contribution will fund the new CGA Ontario Professor of Accounting position and the new CGA Ontario Accounting Capstone course.

Supplying leadership training for targeted groups of executives
We kicked-off the year-long Leadership for Growing Business Program. This distinctive initiative, which focuses on executives in the construction sector, graduated its first class at the end of 2012.

In collaboration with our stakeholders in the Government of Canada, we defined and developed the Federal Leadership Program. We will roll out the program in 2013–2014. We launched an executive speaker series on security and intelligence. Developed in concert with an industry partner, it attracted 195 participants, 33 of whom attended at least five of the nine sessions. This highly successful initiative proved that a sustainable market exists for a leadership program for security and intelligence executives.

Strengthening our ties to anchor clients and partner organizations
We established relationships with 50 organizations and strengthened our ties with four anchor clients, achieving our goal for organizational relations.

We added a program—on physician leadership to improve quality of care and patient safety—to meet the specific needs of The Ottawa Hospital, one of our anchor clients. We’re also working with them to develop new programs that address the requirements of the organization’s executive personnel.

We engaged in a year-long task force of the Dean’s Advisory Board to develop a strategy to deepen the Centre’s engagement with the federal public service. We’ll start carrying out that plan right away.

Forging elite partnerships and hiring exceptional instructors
We established strategic partnerships with other education providers, most notably Harvard Law School and the Rotman School of Business at the University of Toronto.

We intensified our efforts to recruit and hire the Centre’s next generation cadre of professors, as several current professors approach retirement. These efforts are and will continue to be informed by our hybrid approach of employing high-performing academics and proven practitioners from the public and private sectors.

Supporting worthy groups and causes in our community
Telfer School students continued to be innovative forces for good in our community in 2012–13:

- CASCO students took to the stage at the Delta Ottawa City Centre to raise a record-breaking $45,080 for the Children’s Hospital of Eastern Ontario. The theme of this year’s event was “Time Warp”, where all performances focused on key aspects of the last six decades.
- Daniel Gauthier, a first-year business student and avid skateboarder, teamed up with CASCO to organize a skateboard demonstration and BBQ that raised $1,000 for the Children’s Hospital of Eastern Ontario.
- Six Telfer School students—Patrick Douville, Daniel Gauthier, Asmait Hailu, Pierce Colley, Ashley Rosa and Angelika Athanasoulias—took part in 5 Days for the Homeless, an event that had students living on the streets for five days while raising money and awareness for the homeless in Ottawa.

Alumni and community engagement
Calendar of Activities

2014
January

January 3-5
MBA Games

January 3-6
JDC

February

February 6
Business Dinner

February
Alumni Breakfast

MAY

Alumni Reception in Ottawa

SEPTEMBER

September 12
Annual Scholarship Golf Tournament

OCTOBER

October 18
Gala of Excellence